

June 17, 2016

TO: [REDACTED] Community Recreations Services Division Manager

FROM: Jeff Aguiar, Arts & Events Superintendent

**SUBJECT: Budget Review**

Immediate budget review of FY 2014-2015 and FY 2015-2016 of the City Arts section shows several trends: *movement toward budget efficiency within accounting units; growth in cost recovery outputs; and multiple avenues for continued development* of a lean, dynamic section providing maximum impact in support of the department's vision.

Reported figures indicate strategies for **immediate positive outcomes**:

- Identify and support areas of efficiency (50-85% appropriations);
- Mediate inefficiencies (<20% & >95% appropriations);
- Establish program goals through zero-based budgeting strategies.

Additionally, work with Program Directors (Drama & Music) and community partners (Arts in Education, Boys & Girls Club, etc...) to **investigate the efficacy of program funding** is necessary:

- Define program budgets, aligning services with encumbrances;
- Evaluate programming impact (outputs & outcomes);
- Strategize for increased efficiencies in realizing Department vision.

Longer-term efforts for program sustainability will include **cost recovery strategies to explore, collaborate and invest in multiple processes**:

- Develop/refine consumer lifecycle, refining lead generation, conversion and customer relationship management (CRM) processes;
- Exploring division & community partnerships and alignments for reallocation of indirect costs;
- Leveraging underdeveloped section resources to increase revenue growth rates (e.g. community programming, special events & facility rental, etc...).

Utilizing this plan of action will highlight the potential for revision of appropriations to accurately represent a cost-savings of \$66,750. While there is confidence in this plan, it is important to note revenue growth in the section and exercise caution in limiting support for this trend as relates to the Department's mission. Please advise if further information is needed. As a normal component of the budget review process, the section is prepared to move forward.

JBA

Attachments

June 17, 2016

TO: City Arts Section Program Directors

FROM: Jeff Aguiar, Arts & Events Superintendent

**SUBJECT: Annual Budget Review**

As we enter the budget review cycle, I have noted and am encouraged by efficiency growth within the budget report. It is clear consideration has been made around the clarity of program goals, operational needs and strategies for growth. Moving through the budget review process, the transparency of the relationship between appropriations and these concepts is pivotal to provide us with accurate information illustrating our section priorities and alignments with departmental vision.

Please refer to the timeline below in planning your participation in this process:

- Schedule one-on-one/team meetings (Complete by 1/15/17)
- Identify cost-savings strategies for 3<sup>rd</sup> & 4<sup>th</sup> quarter (Complete ASAP)
- Develop and assess program budgets (Complete by 1/31/17)
- Preliminary budget proposal meeting (2/15/17)
- Strategic Planning Retreat (TBD March)

The budget review process serves to highlight organizational functions around program goals with an eye toward balanced operational budgets. Your continued commitment to streamlining program processes and identifying opportunities to maximize impact is as pivotal as the results of our meetings.

If you have any questions or need further information, I am available for consultation. As always, we work for the citizens of Greensboro and they can only benefit through our collaboration and cooperation.

JBA

Attachments

Section budget

Unit budgets

Supplemental materials